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OIT-0181-86

7 MAR 1986

MEMORANDUM FOR: Deputy Director for Administration

FROM: William F. Donnelly [redacted]
Director of Information Technology

SUBJECT: Applicant Processing Center [redacted]

REFERENCE: Your note, dtd 25 Feb 86, Same Subject (DD/A 86-0355)

1. This office strongly supports the concept of an Applicant Processing Center. Recruitment is a critical priority and, as [redacted] memorandum indicates, consolidating all the relevant components should make for a more effective process. This will benefit the Agency and, certainly, OIT. The question of the location of the center at [redacted] however, is more complex. The key point seems to be the question of cost. We will withhold judgment until the total cost figures are available (our data processing estimates are provided below).

2. The data processing and communications implications of the center revolve around the alternative uses [redacted]. The cost of installing a communications network (unclassified voice, secure voice and data) compatible with the new Headquarters network is approximately [redacted]. Operating costs would be about [redacted] annually. This would support operations and maintenance on the network, as well as a Data Access Center (twelve hours per day). If we otherwise plan to drop [redacted] these figures represent the costs of the Applicant Processing Center. Under the assumption that [redacted] would be retained as an Agency building in any event, the incremental costs under our purview to support the center would be small. Note that the costs of workstations are not included in these figures (they would be required irrespective of the location of a component).

3. Applicant processing will be supported by the Integrated Applicant Processing System (IAPS) in the late Eighties. IAPS will run off an OIT mainframe in the Headquarters complex. The location of users, assuming the new network is in place, will not be significant. There will, undoubtedly, be support benefits associated with the collocation of these activities in the center. Training and consulting on the use of IAPS would be more effective (and probably somewhat less expensive).

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SUBJECT: Applicant Processing Center-[redacted]

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4. The above costs are estimates and our comments are preliminary. We believe the center concept is an excellent one and would be very pleased to participate in additional more detailed efforts to define costs and investigate implications. [redacted]

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5. If you or your staff have any comments or desire more information, please do not hesitate to call me or my action officer for this project. [redacted]

25X1
[redacted]
William F. Donnelly [redacted]

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MD/OIT/rjw [redacted] mkw (7MAR86)

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Applicant Processing Center -

86-0355

FROM:

Richard J. Kerr
Deputy Director for Administration

EXTENSION

NO.

DATE 25 February 1986

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.
Director of Communications2.
Director of Finance3.
Director of Information Services4.
Director of Information Technology5.
Director of Logistics6.
Director of Medical Services7.
Director of Personnel8.
Director of Security9.
Director of Training and Education

10.

11.

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15.

I plan to send this report to the Executive Director and the three DD's with a note indicating an intention to establish an Applicant Processing Center at . Before I send it outside the DA, I would appreciate any comments you might have and, more specifically, an initial cut at the cost of such a center. Logistics should take a look at the impact the center would have on changes in the population in the new building as well as any other costs. I would like an initial assessment of the cost by 7 March. I don't need a detailed cost assessment but enough information to be able to give the DD's and Ex Dir some sense of the cost involved.

7/s/ Dick K

Richard J. Kerr

Attachment a/s

Jc C / M+CG
on 2/27

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31 January 1986

MEMORANDUM FOR: Deputy Director for Administration

FROM: [redacted]

SUBJECT: The Advisability of Retaining the [redacted]
[redacted] Processing Center--Pros & Cons

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Introduction

This paper examines, at your request, the pros and cons of retaining [redacted] as an applicant processing center. The Working Group (see Annex A for organizations and names) that was assembled addressed the feasibility not only of [redacted] as the site but of the processing center itself. This paper presents the group's findings. Judging in either case whether the benefits outweigh the costs is not the paper's purpose or intent.

Overview

A larger issue than the practicality of a processing center or [redacted] its site underlies this paper. It is an issue easily obscured by the complexity of applicant processing and by the conflicting self-interests of each Agency component as they individually sort out the costs and benefits that affect them most. The issue is the Agency's public image.

The image applicants take with them from their experience in Washington during processing affects more than just their decision to accept our offer of employment. That image colors for the rest of their lives their attitude toward the Agency, and the attitudes of all those whom they influence. Thus, the impression is multiplied many times, and its impact carries on long after the applicant departs Washington.

There is more than a tinge of arrogance and complacency in the manner in which we sometimes treat applicants during their visits, shuttling them unescorted from one building to another for interviews, skills and aptitude tests, medical exam, and polygraph, assuming they will find their way on time, letting some go all day without eating, forcing others to lug suitcases with them, not allowing sufficient time for reimbursement before they rush off to catch planes. The truth is the system works

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fairly well, and mishaps are not the rule. Nevertheless, unhappy incidents recur with regularity and suggest that the system is driven more by what is convenient for the Agency than by what is convenient and impressive to the applicant. Surely our image is tarnished and scarred enough by events beyond our control; we need not fuel criticism by willfully sustaining a system that to some applicants, according to their letters, appears makeshift, insensitive, and pointlessly non-competitive with private industry, belying the claim that the Agency is seeking the best and brightest.

25X1 It would appear that the Agency's image could be greatly enhanced by taking full advantage of the benefits to be derived from a processing center, and from that could emerge a better chance of attracting and hiring the talented and dedicated people we need, now and in the future. Whether the processing center should be located [redacted] or some other central location is another question, to whose resolution this paper will, we hope, contribute.

25X1 Regarding the concept of a processing center, it comes as no surprise that centralization would have decidedly positive effects on all aspects of the processing system: greater efficiencies across the board, more flexibility in scheduling appointments, less access of applicants to classified information [redacted], better communication among the processing units, and reductions in processing time. Also, the idea of a Host Center to shepherd applicants through the system offers new and important ways to personalize the process.

25X1 There are naturally drawbacks to centralization. Few benefits come without a price tag. For example, all of the units at [redacted] would be separated from their parent Offices at Headquarters. For some this dislocation would be inconvenient. Of particular concern to the Office of Security is the effect that splitting Polygraph Division would have on that component's overall effectiveness in both the short and long term.

25X1 Several important advantages recommend [redacted] as the site for a processing center: its central location, its access to major highways and airports, the proximity of hotels, and the capital investments already made in the building. Three disadvantages would be insufficient parking, lack of access via public transportation, and inadequate physical security safeguards.

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